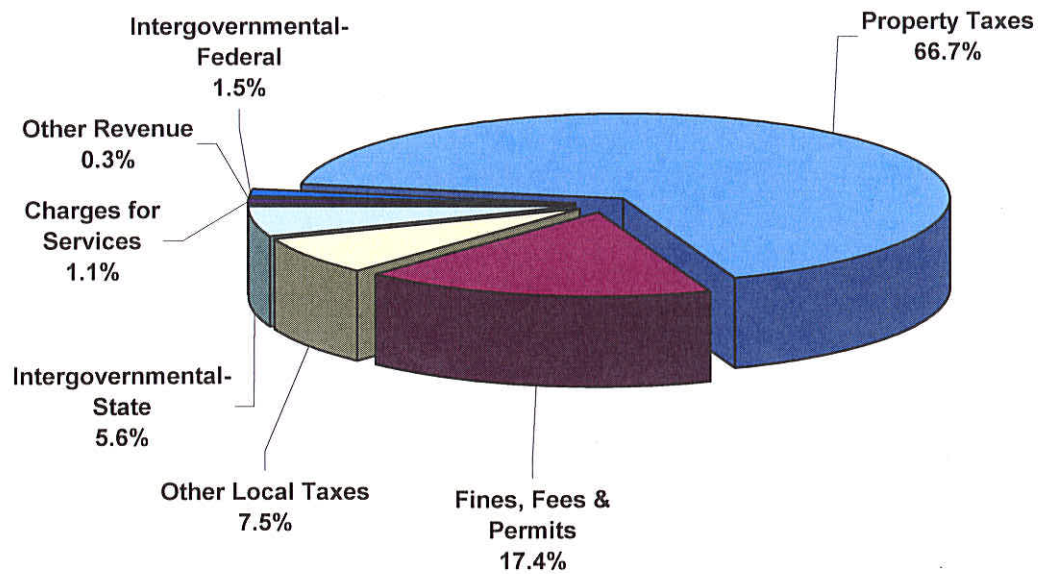


GENERAL FUND SUMMARY



FY12 ADOPTED BUDGET

Where the Money Comes From....

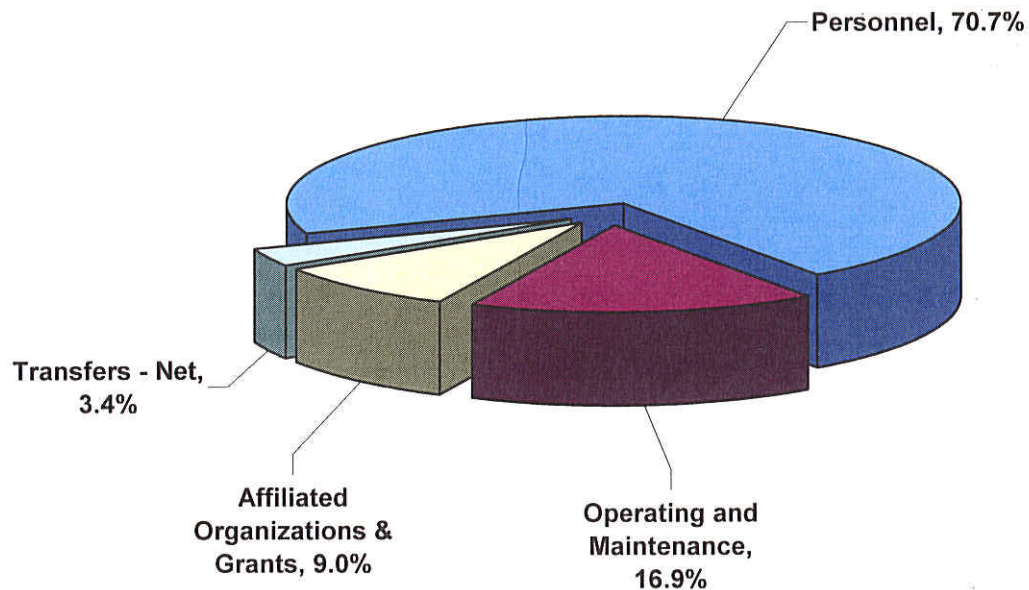


Property taxes are the largest single source of revenue for General Fund operations.

REVENUE SOURCES:

Property Taxes	\$ 239,419,000
Fines, Fees & Permits	62,325,700
Other Local Taxes	26,867,000
Intergovernmental-State	20,184,492
Intergovernmental-Federal	5,428,193
Charges for Services	3,842,745
Other Revenue	975,422
Total Revenue	\$ 359,042,552

....and Where the Money Goes



Salaries, Fringe Benefits and Other Compensation represent the largest expenditure category for General Fund Operations.

USE OF FUNDS:

Personnel	\$	253,823,146
Operating, Maintenance, Other		60,712,541
Affiliated Organizations & Grants		32,263,441
Transfers - Net		12,243,424
Total Expenditures	\$	359,042,552

Prime Accounts

General Fund

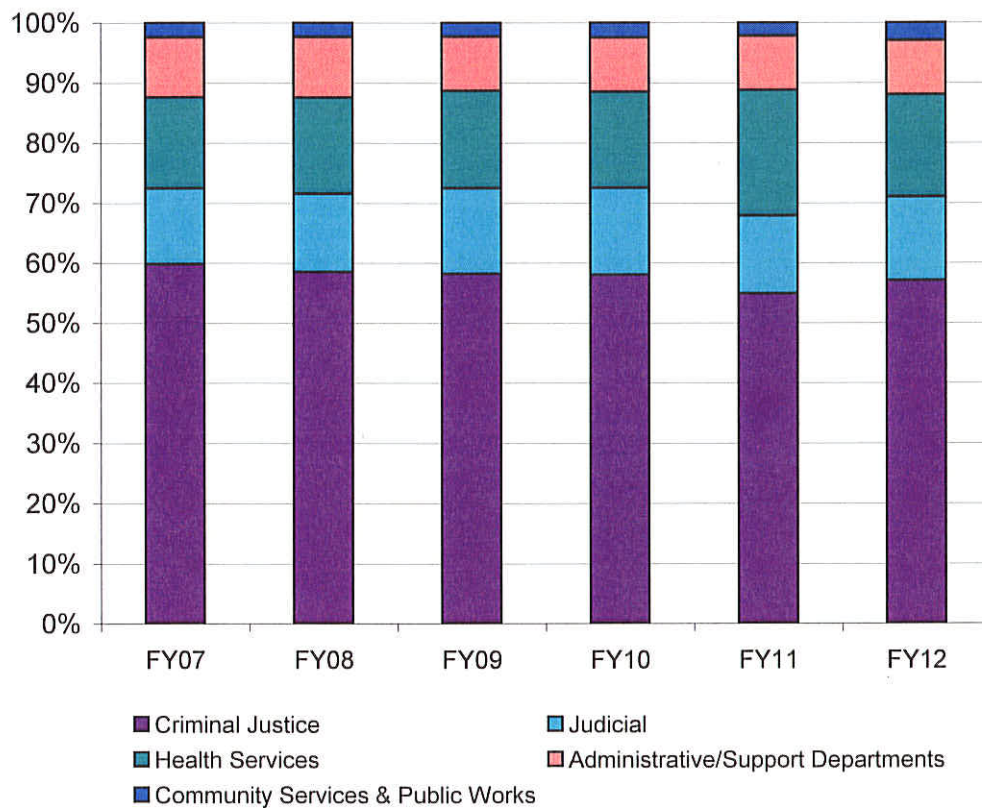
ACCT	DESCRIPTION	FY08 ACTUAL	FY09 ACTUAL	FY10 ACTUAL	FY11 AMENDED	FY12 ADOPTED
40 - Property Taxes		(208,059,490)	(209,296,318)	(224,297,857)	(237,666,000)	(239,419,000)
41 - Other Local Taxes		(26,292,886)	(25,926,056)	(32,278,260)	(35,662,000)	(26,867,000)
43 - Intergovernmental - State		(31,832,013)	(31,783,862)	(21,144,826)	(15,938,172)	(20,184,492)
44 - Intergovernmental - Federal & Local		(15,644,726)	(15,064,117)	(13,568,726)	(2,798,945)	(5,428,193)
45 - Charges for Services		(3,427,017)	(3,961,974)	(4,277,591)	(4,287,878)	(3,842,745)
46 - Fines, Fees & Permits		(67,884,316)	(65,702,203)	(62,044,012)	(61,365,380)	(62,325,700)
47 - Other Revenue		(3,921,728)	(2,942,212)	(293,240)	(2,918,563)	(348,400)
48 - Investment Income		(4,965,353)	(2,271,856)	(528,661)	(1,646,137)	(627,022)
TOTAL REVENUE		(362,027,529)	(356,948,598)	(358,433,172)	(362,283,075)	(359,042,552)
51 - Salaries-Regular Pay		178,799,095	177,011,558	176,253,506	191,343,586	188,544,289
52 - Salaries-Other Compensation		10,472,481	13,085,431	12,064,358	11,942,197	11,951,161
55 - Fringe Benefits		53,658,939	53,639,005	56,233,918	63,659,913	71,558,846
56 - Salary Restriction		-	-	-	(13,888,054)	(18,231,150)
TOTAL SALARIES		242,930,515	243,735,994	244,551,783	253,057,642	253,823,146
60 - Supplies & Materials		9,496,515	8,190,161	8,978,881	9,953,713	9,867,204
64 - Services & Other Expenses		4,724,115	5,280,029	5,259,098	6,917,205	7,083,398
66 - Professional & Contracted Services		32,027,717	31,748,552	29,103,414	30,812,927	30,182,755
67 - Rent, Utilities & Maintenance		15,046,385	15,689,865	14,053,334	15,360,799	14,726,126
68 - Interfund Services		5,356,903	4,193,310	(627,315)	(541,559)	1,254,471
70 - Capital Asset Acquisitions		3,444,519	2,235,799	2,885,381	280,942	821,494
TOTAL OPERATING & MAINT		70,096,154	67,337,716	59,652,792	62,784,027	63,935,448
80 - DEBT SERVICES		920,984	6,253	-	50,000	50,000
89 - AFFILIATED ORGANIZATIONS		29,503,371	29,398,462	41,699,413	40,340,941	30,571,441
90 - GRANTS		820,538	706,000	306,000	1,503,520	1,692,000
95 - CONTINGENCIES & RESTRICTIONS		-	-	-	(3,205,959)	(2,480,000)
94 - OTHER SOURCES & USES		(1,041,377)	(688,049)	(158,322)	(544,107)	(542,907)
TOTAL EXPENDITURES		343,230,185	340,496,376	346,051,667	353,986,064	347,049,128
99 - PLANNED FUND BALANCE CHANGE		-	-	-	-	(250,000)
96 - Operating Transfers In		(11,376,244)	(10,930,745)	(3,989,297)	(7,020,064)	(2,024,197)
98 - Operating Transfers Out		16,003,520	17,994,878	13,693,197	15,317,075	14,267,621
NET TRANSFERS		4,627,276	7,064,133	9,703,899	8,297,011	12,243,424
TOTAL GENERAL FUND		(14,170,068)	(9,388,089)	(2,677,606)	-	-

Net Expenditures by Function

General Fund

	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>
Criminal Justice	60%	58%	58%	58%	55%	57%
Judicial	13%	13%	14%	14%	13%	14%
Health Services	15%	16%	16%	16%	21%	17%
Administrative/Support Departments	10%	10%	9%	9%	9%	9%
Community Services & Public Works	2%	2%	2%	3%	2%	3%
	100%	100%	100%	100%	100%	100%

General Fund Expenditures by Function



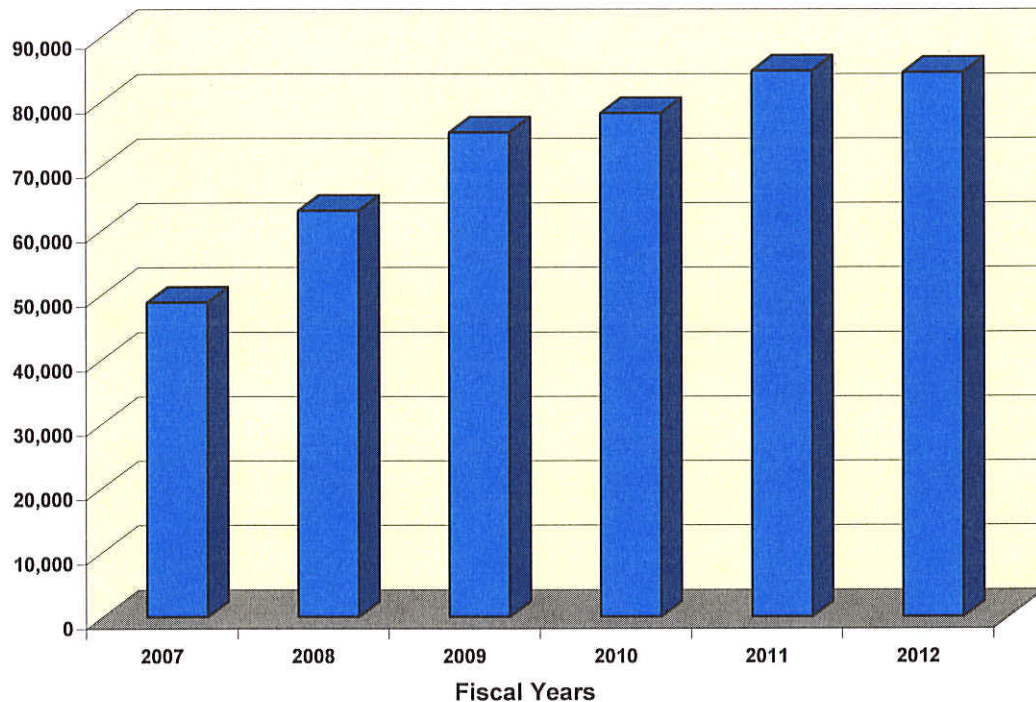
Funding for Criminal Justice services and programs is consistently the number one expense of the General Fund. This functional category includes the Sheriff, the General Fund transfer to Corrections, and Pretrial Services.

Health Services funding for FY11 reflects increased support for the Regional Medical Center and reduced contributions from the City of Memphis for shared services.

Net Expenditures by Division**General Fund**

	FY08 ACTUAL	FY09 ACTUAL	FY10 ACTUAL	FY11 AMENDED	FY12 ADOPTED
MAYOR'S ADMINISTRATION:					
Administration & Finance	(198,685,256)	(201,082,077)	(202,358,351)	(216,479,368)	(219,837,472)
Planning & Development	538,918	497,451	472,751	497,233	430,509
Public Works	15,252,635	15,280,809	14,758,118	15,657,708	16,686,431
Health Services	13,716,093	14,745,909	19,679,916	21,274,013	20,634,319
Community Services	4,406,384	4,963,024	6,618,401	7,825,779	7,543,502
SUBTOTAL	(164,771,226)	(165,594,884)	(160,829,165)	(171,224,635)	(174,542,711)
SHERIFF:					
Sheriff Administration	17,552,120	17,439,902	17,718,063	11,147,621	9,958,279
Law Enforcement	44,329,270	46,148,654	47,778,354	50,944,914	54,599,556
Jail	71,013,908	72,035,431	71,810,675	78,441,119	79,759,443
SUBTOTAL	132,895,298	135,623,987	137,307,092	140,533,654	144,317,277
JUDICIAL:					
Chancery Court	(2,014,402)	(2,212,253)	(1,851,749)	(1,436,502)	(1,901,921)
Circuit Court	(790,580)	(262,829)	(531,473)	(18,546)	(256,242)
Criminal Court	(752,549)	147,420	(21,084)	118,259	(227,234)
General Sessions Court	960,704	944,529	1,662,289	2,892,454	3,491,567
Probate Court	456,073	531,548	550,865	498,972	625,473
Juvenile Court	17,611,293	16,278,362	18,242,936	19,767,531	19,362,170
Attorney General	7,776,636	7,843,896	8,423,993	9,326,081	9,577,430
Other Judicial	5,793,399	5,617,455	6,103,024	6,758,631	7,007,950
SUBTOTAL	29,040,574	28,888,126	32,578,802	37,906,879	37,679,193
OTHER ELECTED OFFICIALS:					
Legislative Operations	2,122,349	1,609,080	1,719,477	1,690,974	1,750,035
Equal Opportunity	736,943	709,865	727,793	900,238	932,355
Assessor	9,416,247	9,418,991	6,720,714	10,184,533	10,164,260
County Clerk	(4,765,386)	(4,495,231)	(4,908,431)	(4,286,136)	(4,303,272)
Register	(3,006,515)	(1,818,425)	(1,459,066)	(1,465,990)	(1,759,111)
Trustee	(15,838,349)	(13,729,604)	(14,534,822)	(14,239,517)	(14,238,027)
SUBTOTAL	(11,334,711)	(8,305,324)	(11,734,335)	(7,215,898)	(7,453,759)
TOTAL GENERAL FUND	(14,170,068)	(9,388,089)	(2,677,606)	-	-

Summary of General Fund Balances
Fiscal Years 2007 - 2012 at June 30
(in Thousands)



	2007	2008	2009	2010	2011	2012
	Actual	Actual	Actual	Actual	Projected	Budget
Beginning Fund Balance at July 1	42,833	48,833	63,040	75,165	78,158	84,700
Revenue	348,700	363,139	357,946	358,638	366,498	359,043
Expenditures and Transfers	-342,700	-348,932	-345,821	-355,645	-359,956	-359,293
Ending Fund Balance at June 30	48,833	63,040	75,165	78,158	84,700	84,450
Change from Prior Year	\$6,000	\$14,207	\$12,125	\$2,993	\$6,542	-\$250 *
Fund Balance as a % of Revenue	14.00%	17.36%	21.00%	21.79%	23.11%	23.52%

* Planned Use of Fund Balance approved for one time contribution to Sickle Cell Foundation

Shelby County continues to maintain a consistently strong fund balance relative to total expenditures, with an average of 20% over the past six fiscal years.

Revenue Overview

General Fund

REVENUE SOURCE	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Amended	FY12 Adopted
Property Taxes	(208,059,490)	(209,296,318)	(224,297,857)	(237,666,000)	(239,419,000)
% of Total	57.5%	58.6%	62.6%	65.6%	66.7%
Fines, Fees & Permits	(67,884,316)	(65,702,203)	(62,044,012)	(61,365,380)	(62,325,700)
% of Total	18.8%	18.4%	17.3%	16.9%	17.4%
Other Local Taxes	(26,292,886)	(25,926,056)	(32,278,260)	(35,662,000)	(26,867,000)
% of Total	7.3%	7.3%	9.0%	9.8%	7.5%
Intergovernmental - State	(31,832,013)	(31,783,862)	(21,144,826)	(15,938,172)	(20,184,492)
% of Total	8.8%	8.9%	5.9%	4.4%	5.6%
Intergovernmental-Fed&Local	(15,644,726)	(15,064,117)	(13,568,726)	(2,798,945)	(5,428,193)
% of Total	4.3%	4.2%	3.8%	0.8%	1.5%
Charges for Services	(3,427,017)	(3,961,974)	(4,277,591)	(4,287,878)	(3,842,745)
% of Total	0.9%	1.1%	1.2%	1.2%	1.1%
Other Revenue	(3,921,728)	(2,942,212)	(293,240)	(2,918,563)	(348,400)
% of Total	1.1%	0.8%	0.1%	0.8%	0.1%
Interest Income	(4,965,353)	(2,271,856)	(528,661)	(1,646,137)	(627,022)
% of Total	1.4%	0.6%	0.1%	0.5%	0.2%
Total General Fund Revenue	(362,027,529)	(356,948,598)	(358,433,172)	(362,283,075)	(359,042,552)
% Change from Prior Year	3.9%	-1.4%	0.4%	1.1%	-0.9%
\$ Change from Prior Year (Decrease)		(5,078,931)	1,484,574	3,849,903	(3,240,523)

GENERAL FUND REVENUE TRENDS AND ASSUMPTIONS

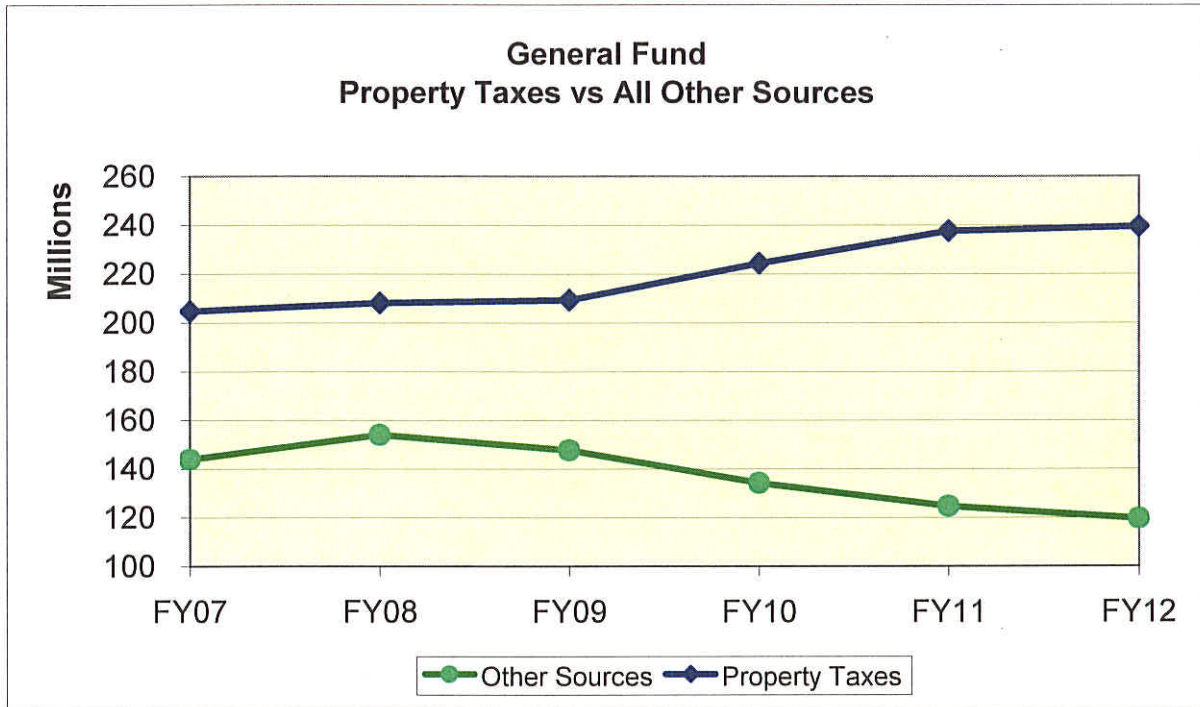
Property Tax Revenues continue to provide the primary source of operating funds for Shelby County, accounting for 66.7% of total General Fund revenues. The relative share of property taxes to all other revenue sources in the general fund has grown over the past five years, as shown in the graph on the following page. This growth includes a shift of three cents from Debt Service to the General Fund for FY12 and a shift of eight cents from Education to the General Fund in FY11. Further details and discussion of property taxes is provided in the "All Funds Summary" section.

Fines, Fees & Permits represent the second largest source of General Fund income at 17.4% of total revenue. This category includes fees collected by the Courts and Other Elected Officials such as the County Clerk, Register and Trustee. While these collections have steadily declined over the past five years, the FY12 projection is 1.6% higher than FY11, primarily driven by increased collections of Chancery and Circuit Court fees.

Other Local Taxes contribute 7.5% of all General Fund revenues, which is significantly less than the current year budgeted level. This category includes Business and Alcohol Taxes, Interest & Penalty on Taxes, and In-Lieu-of-Tax payments collected from MLG&W and the TVA. The reduction is attributed primarily to moving the County share of Local Sales Tax to Debt Service in relation to the Electrolux agreement and a reduction in the MLGW in Lieu of Tax collection due to a dispute with the City of Memphis.

Intergovernmental Revenue collected from the State of Tennessee accounts for 5.6% of all General Fund revenue. State revenue includes the County share of the State Sales Tax, the TVA Replacement Tax and various grant programs and reimbursements. Federal and Local Intergovernmental sources now contribute only 1.5% to the County General Fund, primarily due to the loss of reimbursements from the City of Memphis.

Charges for Services, Other Revenue Sources and Interest Income accounts for only about 1.4% of all General Fund revenues. The reduction in Other Revenue is the result primarily of reclassifying amounts budgeted historically in Miscellaneous Revenue to more specific accounts.



Property tax revenue has increased in relative share to other types of taxes and fees that support General Fund operations.

Revenue Account

General

Acct	Description	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Amended	FY12 Adopted
4001 - Property Taxes-Current		(200,258,320)	(202,511,967)	(215,821,911)	(229,957,000)	(231,200,000)
4002 - Property Taxes-Delinquent		(7,765,347)	(6,748,390)	(8,323,931)	(7,609,000)	(8,119,000)
4016 - Uptown Redevelopment Incremental		(35,823)	(35,961)	(152,016)	(100,000)	(100,000)
40 - Property Taxes		(208,059,490)	(209,296,318)	(224,297,857)	(237,666,000)	(239,419,000)
4103 - Interest & Penalty on Taxes		(7,396,532)	(7,678,763)	(8,793,437)	(7,000,000)	(8,000,000)
4105 - MLG&W In Lieu of Taxes		(4,123,044)	(4,219,822)	(3,358,970)	(4,219,000)	(1,425,000)
4108 - Exempt Property In Lieu Of Taxes		(2,168,935)	(2,762,391)	(3,610,068)	(3,143,000)	(3,045,000)
4110 - Local Sales Tax - County Share		0	0	(1,973,343)	(8,100,000)	0
4115 - TVA In Lieu of R & P Taxes		(37,087)	(37,818)	(37,964)	(37,000)	(37,000)
4120 - Business Tax		(11,179,019)	(9,788,797)	(10,215,763)	(9,000,000)	(10,000,000)
4140 - Wholesale Beer Tax		(1,194,790)	(1,244,836)	(1,396,551)	(1,200,000)	(1,400,000)
4145 - Mixed Drink Tax		(193,479)	(193,629)	(175,418)	(150,000)	(150,000)
4171 - Litigation Taxes		0	0	(2,716,745)	(2,810,000)	(2,810,000)
4199 - Other Local Taxes		0	0	0	(3,000)	0
41 - Other Local Taxes		(26,292,886)	(25,926,056)	(32,278,260)	(35,662,000)	(26,867,000)
4305 - State Alcoholic Beverage Tax		(862,788)	(894,134)	(922,403)	(900,000)	(900,000)
4315 - State Beer Tax		(19,119)	(18,514)	0	(15,000)	0
4330 - Grants-State Of Tennessee		(5,332,625)	(5,280,696)	(4,445,301)	(23,250)	(23,250)
4335 - State Income Tax		(1,431,530)	(1,273,270)	(1,214,510)	(1,000,000)	(1,200,000)
4340 - State Of Tennessee Reimbursements		(5,987,156)	(6,041,103)	(5,481,966)	(5,609,922)	(7,779,742)
4345 - Sheriff Jail Revenue - State		(1,778,105)	(1,675,415)	(1,118,810)	(1,800,000)	(2,050,000)
4350 - Bank Excise Tax		(1,384,270)	(1,857,976)	(1,212,508)	(1,000,000)	(1,200,000)
4360 - TVA Replacement Tax		(5,644,129)	(5,918,820)	(6,749,327)	(5,500,000)	(6,700,000)
4365 - State Sales Tax - County Share		(9,392,291)	(8,823,935)	0	0	0
4399 - Other Intergovernmental-State		0	0	0	(90,000)	(331,500)
43 - Intergovernmental Revenues-State of		(31,832,013)	(31,783,862)	(21,144,826)	(15,938,172)	(20,184,492)
4402 - Federal Cost Reimbursements		(22,971)	(12,632)	(467,986)	(210,000)	(240,000)
4408 - Sheriff Jail Revenue - Federal		(4,230)	(29,642)	(32,042)	(10,000)	(35,000)
4411 - Memphis Cost Reimbursements		(15,224,528)	(14,774,484)	(9,233,970)	(1,356,763)	(2,395,891)
4432 - Other Governments Cost		(314,082)	(175,928)	(2,218,390)	(100,000)	(1,697,302)
4435 - Sheriff Jail Revenue - Other		(78,915)	(71,432)	(82,438)	(80,000)	(60,000)
4451 - Port Commission Revenue Share		0	0	(1,533,900)	(1,042,182)	(1,000,000)
44 - Intergovernmental Revenues-Federal &		(15,644,726)	(15,064,117)	(13,568,726)	(2,798,945)	(5,428,193)
4520 - Support Services Work		0	0	(259,332)	(74,519)	(127,835)
4524 - Support Svcs Work External		0	0	(18,839)	0	0
4531 - Pretrail Services-Program Fees		(14,705)	(3,085)	(245,118)	0	0
4541 - Outside Sales		(127,694)	(128,347)	(592,413)	(703,960)	(668,204)
4543 - Public Records Charges		0	0	(23,022)	(40,000)	(35,000)
4546 - Cafeteria Sales		(18,924)	(54,470)	(62,469)	(60,032)	(73,600)
4551 - Rental Income		(1,054,224)	(1,642,081)	(151,644)	(164,716)	(296,716)
4553 - Returning Prisoners Revenue		0	0	(137,346)	(170,000)	(137,346)
4556 - Inmate Phone System Revenue		(1,163,063)	(1,061,211)	(1,026,445)	(1,275,000)	(1,014,802)
4560 - Medicare B Physician		(85,299)	(77,448)	(49,102)	(80,000)	(80,000)
4561 - Health Department Patient Services		0	0	(490,701)	(475,408)	(454,000)
4581 - TennCare Revenue		(953,008)	(995,332)	(1,017,784)	(1,244,243)	(955,242)
4599 - Other Charges For Services		(10,100)	0	(203,379)	0	0
45 - Charges for Services		(3,427,017)	(3,961,974)	(4,277,591)	(4,287,878)	(3,842,745)
4601 - Fees & Permits		(5,471,785)	(5,567,834)	(4,060,348)	(5,170,009)	(4,653,435)
4602 - Cable Franchise Fees		(1,019,471)	(1,054,121)	(1,091,666)	(900,000)	(900,000)
4603 - Engineering & Inspection Fees		(23,281)	(18,194)	(3,600)	(20,000)	0
4605 - Chancery Court Fees		(3,188,717)	(3,522,561)	(3,257,884)	(2,800,000)	(3,439,380)
4610 - Circuit Court Clerk Fees		(3,299,293)	(2,866,853)	(3,401,328)	(2,800,000)	(3,300,000)
4615 - County Clerk Fees		(9,158,952)	(8,885,869)	(9,253,950)	(9,174,371)	(9,174,371)
4621 - Criminal Court Clerk Fines & Fees-County		370,229	232,288	319,232	365,000	264,000

Revenue Account

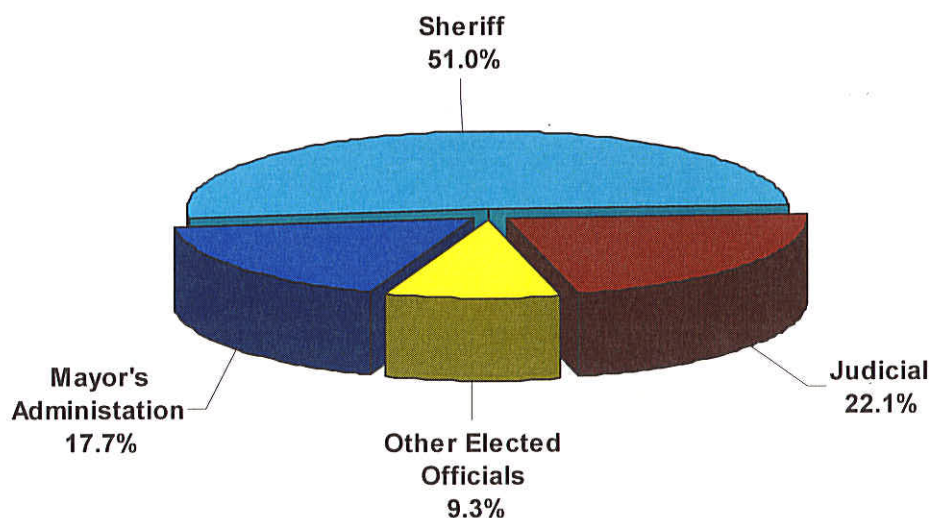
General

Acct	Description	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Amended	FY12 Adopted
4622 - Criminal Court Clerk Fines & Fees-State		(2,932,157)	(1,689,697)	(1,631,808)	(2,100,000)	(2,213,000)
4623 - Criminal Court Clerk Fees-Other		(1,211,153)	(1,534,695)	(1,648,576)	(1,536,000)	(1,683,000)
4625 - General Sessions Court - Fees		(9,532,535)	(9,725,185)	(9,645,631)	(9,000,000)	(8,808,478)
4630 - General Sessions Court - Fines		(1,544,535)	(1,510,875)	(1,541,332)	(1,505,000)	(1,723,093)
4635 - Indigent Defense Fees		(58,176)	(45,668)	(45,165)	(100,000)	(34,000)
4640 - Juvenile Court Fees		(780,027)	(812,562)	(616,471)	(600,000)	(400,000)
4645 - Probate Court Clerk Fees		(625,243)	(574,487)	(530,389)	(625,000)	(550,000)
4650 - Computerization Fees		(99,263)	(96,575)	(91,039)	(110,000)	(86,070)
4653 - County Register		(4,773,536)	(3,561,551)	(3,183,505)	(3,150,000)	(3,475,000)
4655 - Chancery Court Title Search Fees		(3,093,709)	(3,033,165)	0	0	0
4656 - DUI Treatment Fines		(56,332)	(50,573)	(57,603)	(63,000)	(63,000)
4657 - Drug Treatment Fees		(95,289)	(91,101)	(89,742)	(85,000)	(85,000)
4658 - DUI Litter Program Fees		0	0	0	0	(116,863)
4660 - County Trustee		(19,927,074)	(19,886,401)	(20,942,662)	(20,590,000)	(20,590,000)
4664 - Sex Offender Registratin Fees		(4,025)	90	(6,100)	(6,500)	(14,505)
4665 - Handgun Permit Fees		0	0	(83,160)	0	(50,490)
4667 - Refund - Prisoner Transportation		0	(187,427)	0	0	0
4669 - Special Deputy Fees		(4,724)	(4,330)	0	0	0
4670 - Sheriff - Chancery Fees		(15,295)	(11,017)	(18,467)	(20,000)	(18,136)
4671 - Sheriff - Criminal Court Fees		(323,174)	(227,632)	(247,709)	(350,000)	(350,000)
4672 - Sheriff - Circuit Court Fees		(86,485)	(69,657)	(69,090)	(100,000)	(77,823)
4673 - Sheriff - Probate Court Fees		(3,768)	(9,201)	(1,063)	(5,000)	(1,556)
4674 - Sheriff - General Sessions Court Fees		(793,234)	(762,450)	(692,061)	(800,000)	(650,000)
4680 - Medical Fees Collected From Inmates		(38,015)	(37,539)	(34,231)	(40,000)	(40,000)
4681 - Courtroom Security - General Sessions		(67,551)	(71,153)	(75,096)	(60,000)	(60,000)
4682 - Courtroom Security - General Sessions		(12,212)	(12,952)	(13,538)	(10,000)	(10,000)
4683 - Courtroom Security - Criminal Court		(11,773)	(11,151)	(10,524)	(6,000)	(6,000)
4684 - Courtroom Security - Circuit Court		0	0	(17,451)	(3,000)	(15,000)
4685 - Courtroom Security - Chancery Court		(485)	(394)	(924)	(500)	(500)
4687 - Courtroom Security - Probate Court		(3,276)	(1,711)	(1,130)	(1,000)	(1,000)
46 - Fines, Fees & Permits		(67,884,316)	(65,702,203)	(62,044,012)	(61,365,380)	(62,325,700)
4703 - Private Donor Grants		(107,539)	(15,000)	(15,500)	(45,000)	(20,000)
4719 - Interfund Interest Income		(82,028)	0	0	0	0
4799 - Miscellaneous Other Revenue		(3,732,161)	(2,927,212)	(277,740)	(2,873,563)	(328,400)
47 - Other Revenue		(3,921,728)	(2,942,212)	(293,240)	(2,918,563)	(348,400)
4805 - Interest Income		(4,965,353)	(2,250,856)	(528,661)	(1,646,137)	(627,022)
4810 - Investment Gain/Loss		0	(21,000)	0	0	0
48 - Investment Income		(4,965,353)	(2,271,856)	(528,661)	(1,646,137)	(627,022)
Total General Fund Revenue		(362,027,529)	(356,948,598)	(358,433,172)	(362,283,075)	(359,042,552)

Personnel costs account for almost 70% of all General Fund expenditures. That factor makes Position Control the most significant single element for cost containment. To control the impact of escalating salaries and related fringe benefits, several measures have been implemented over the past several years:

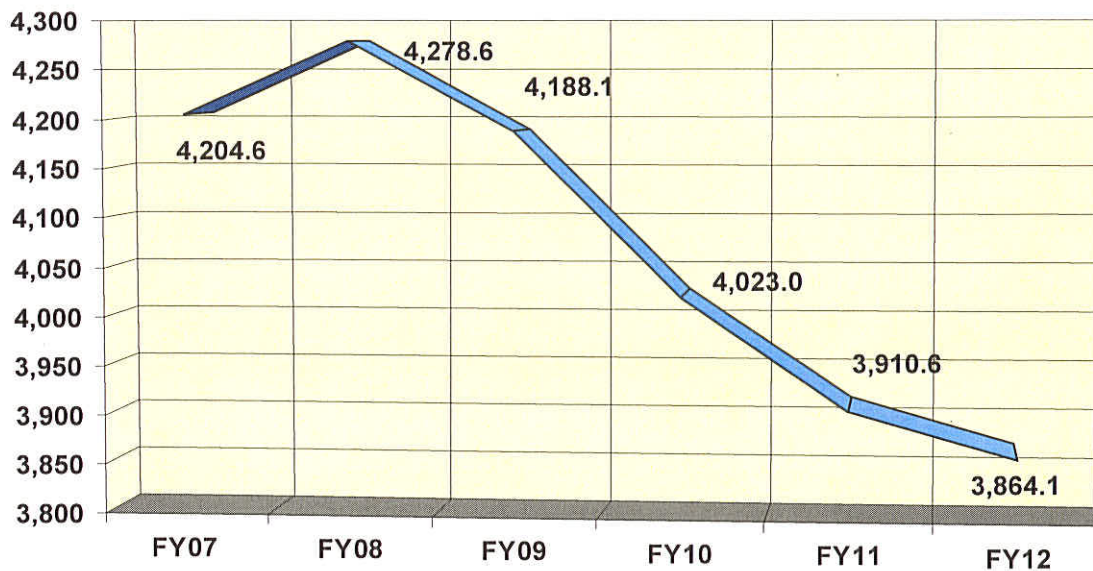
1. A gradual **workforce reduction** has been achieved primarily through planned elimination of vacant positions rather than layoffs. This strategy has resulted in the gradual elimination of 414 positions – almost 10% of the workforce - over the past five years, without significant reduction in services.
2. A **Hiring Oversight committee** was established to review all requests to fill vacant positions. Only those considered "essential" to operations are approved for hire.
3. General **salary increases were deferred** for fiscal years 2009, 2010 and again for 2012. A general increase of 2% was approved for Fiscal 2011.
4. **Position control** procedures require that any salary increase requests for equity or approved reclassifications must be funded from reductions to other budgeted positions. This policy ensures that the base budget does not grow at a rate that exceeds an approved general annual increase.
5. Transition of **permanent positions to temporary status** when feasible to provide flexibility in seasonal staffing levels while reducing some benefit costs and future pension liability.
6. **Limitations to benefits** offered for personal and sick leave, retirement, and health coverage have been considered, with some reductions applied to newly hired employees. Existing employees will contribute more to specified pension plans and share the cost of health coverage rate increases.

General Fund FTE by Function



The Sheriff accounts for 51% of all General Fund positions.

General Fund Positions Trend



Even with these control factors in place, however, the County faces major obstacles to maintaining this trend in workforce reduction and cost containment. Some of those factors include:

1. **Public safety** remains a high priority for Shelby County, so reductions in this area are unpopular. About 50% of all General Fund employees are allocated to the Sheriff; therefore, administrative positions have been reduced at a proportionately higher rate than public safety positions. The feasibility of further staff reductions in non public safety areas is limited by the need to maintain adequate staffing levels to continue to provide the required services.
2. **Escalating costs** for health insurance, pensions and other post employment benefits continue to impact the total expense associated with base salaries. The total cost of salaries and benefits has continued to rise even as the workforce is reduced.
3. **Cost of living increases** and inflation (including health care costs passed on to employees and some reductions in benefits) necessitate some level of salary adjustments to retain quality employees.

FTE Position Trends

General Fund

DIVISION	FY08 FTE	FY09 FTE	FY10 FTE	FY11 FTE	FY12 FTE	FY11-12 Change	FY08-12 Change
MAYOR'S ADMINISTRATION:							
Administration & Finance	329.0	313.0	290.0	282.0	276.0	(6.0)	(53.0)
Planning & Development	6.6	6.6	6.6	6.5	5.7	(0.8)	(0.9)
Public Works	185.0	169.0	145.0	157.0	146.0	(11.0)	(39.0)
Health Services	257.0	253.0	212.9	166.5	157.8	(8.7)	(99.2)
Community Services	89.0	87.0	97.0	102.1	97.1	(5.0)	8.1
TOTAL MAYOR'S ADMIN	866.6	828.6	751.5	714.1	682.6	(31.5)	(184.0)
SHERIFF:							
Sheriff Administration	211.0	207.0	202.0	197.0	197.0	0.0	(14.0)
Law Enforcement	652.0	646.0	646.8	647.8	651.8	4.0	(0.2)
Jail	1223.0	1198.0	1164.0	1128.0	1120.0	(8.0)	(103.0)
TOTAL SHERIFF	2086.0	2051.0	2012.8	1972.8	1968.8	(4.0)	(117.2)
JUDICIAL:							
Chancery Court	25.0	25.0	24.0	23.0	23.0	0.0	(2.0)
Circuit Court	46.0	45.0	43.0	43.0	42.0	(1.0)	(4.0)
Criminal Court	95.0	95.0	86.0	86.0	86.0	0.0	(9.0)
General Sessions Court	190.0	190.0	183.0	180.0	177.0	(3.0)	(13.0)
Probate Court	14.0	14.0	13.0	13.0	13.0	0.0	(1.0)
Juvenile Court	350.0	349.0	329.7	303.7	303.7	0.0	(46.3)
Attorney General	101.0	97.0	105.0	105.0	107.0	2.0	6.0
Public Defender/Div Ref	102.0	97.5	100.0	101.0	101.0	0.0	(1.0)
TOTAL JUDICIAL	923.0	912.5	883.7	854.7	852.7	(2.0)	(70.3)
OTHER ELECTED OFFICIALS:							
Legislative Operations	26.0	24.0	24.0	24.0	24.0	0.0	(2.0)
Equal Opportunity Compliance	13.0	11.0	11.0	11.0	11.0	0.0	(2.0)
Assessor	153.0	153.0	141.0	140.0	138.0	(2.0)	(15.0)
County Clerk	104.0	104.0	96.0	95.0	91.0	(4.0)	(13.0)
Register	33.0	30.0	28.0	24.0	24.0	0.0	(9.0)
Trustee	74.0	74.0	75.0	75.0	72.0	(3.0)	(2.0)
TOTAL OTHER ELECTED	403.0	396.0	375.0	369.0	360.0	(9.0)	(43.0)
TOTAL GENERAL FUND	4278.6	4188.1	4023.0	3910.6	3864.1	(46.5)	(414.5)

Note: data reflects only permanent positions (temps not included)

SUMMARY	% of Total General Fund FTE					% of Reductions	
MAYOR'S ADMINISTRATION	20.3%	19.8%	18.7%	18.3%	17.7%	67.7%	44.4%
SHERIFF	48.8%	49.0%	50.0%	50.4%	51.0%	8.6%	28.3%
JUDICIAL	21.6%	21.8%	22.0%	21.9%	22.1%	4.3%	17.0%
OTHER ELECTED OFFICIALS	9.4%	9.5%	9.3%	9.4%	9.3%	19.4%	10.4%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Affiliated Organizations/County Grants**General Fund****AFFILIATED ORGANIZATIONS**

<u>Organization or Program Name:</u>		<u>FY10 Actual</u>	<u>FY11 Amended</u>	<u>FY12 Adopted</u>
<u>Affiliated Organizations:</u>				
201301	8978 - Regional Medical Center	\$ 28,816,666	\$ 26,816,000	\$ 16,816,000
201301	8979 - TennCare Match - The Med	10,000,000	10,000,000	10,000,000
201301	8958 - Convention Center - Operating	-	1,000,000	1,000,000
201301	8975 - Memphis & Shelby County Library	650,000	598,000	375,000
201301	8968 - Film & TV Commission	182,500	182,500	150,000
201301	8966 - Music Commission	50,000	60,000	50,000
201301	8963 - New Memphis Arena PBA	281	5,000	1,000
Section 201301 Subtotal:		39,699,447	38,661,500	28,392,000
<u>Central Operations:</u>				
201201	8924 - State Alcoholic Beverage Tax	276,721	300,000	300,000
<u>Public Works:</u>				
301301	8941 - Shelby Farms Conservancy	575,848	575,848	575,848
301701	8911 - Port Commission Expenses	843,807	500,000	1,000,000
<u>Office of Preparedness:</u>				
200303	8971 - Emergency Management Agency	303,591	303,593	303,593
Total Affiliated Organizations		\$ 41,699,414	\$ 40,340,941	\$ 30,571,441

COUNTY GRANTS

<u>Section</u>	<u>Organization or Program Name:</u>	<u>FY10 Actual</u>	<u>FY11 Amended</u>	<u>FY12 Adopted</u>
201301	9001 - Sickle Cell Anemia	\$ -	\$ -	\$ 250,000
201301	9025 - Fast Forward Program	-	1,000,000	1,000,000
201301	9006 - Exchange Club Family Center	150,000	138,000	138,000
201301	9020 - Family Safety Center	-	138,000	138,000
201301	9017 - Map South Inc	50,000	46,000	46,000
201301	9023 - Prison Re-Entry	-	46,000	-
201301	9018 - Memphis Food Bank	40,500	37,260	37,000
201301	9070 - Partners For The Homeless	40,500	37,260	37,000
201301	9021 - MIFA Parenting Institute	-	23,000	23,000
201301	9091 - Memphis Area Legal Services	-	15,000	-
201301	9092 - CASA of Memphis & Shelby County	25,000	23,000	23,000
Total County Grants		\$ 306,000	\$ 1,503,520	\$ 1,692,000
Total Affiliated Organizations/County Grants		\$ 42,005,414	\$ 41,844,461	\$ 32,263,441

